CANADIAN COAST GUARD AGENCY

2010-2011 YEAR END REPORT

TABLE OF CONTENTS

MESSAGE FROM THE COMMISSIONER 1

1.0 OUR PEOPLE 2

1.1 A Qualified and a Representative Workforce 2

1.2 Develop and Support People 3

1.3 Fair and Effective Management 3

2.0 OUR ASSETS 4

2.1 Updating the Coast Guard's Long-term Fleet Renewal Plan 4

2.2 Procurement of New and Replacement Vessels 4

2.3 Economic Action Plan 5

2.4 Long-term Planning for Shore-based Infrastructure 6

2.5 Upgrade Vessel Traffic Information Systems 6

3.0 OUR FUTURE 7

3.1 e-navigation 7

3.2 Strengthening Our Ability to Meet Obligations in the Arctic 7

3.3 Environmental Management Framework 8

3.4 Strategic Review 8

3.5 Research and Development Strategy 8

4.0 SERVICES BY PROGRAM ACTIVITY AND SUB-ACTIVITY 9

4.1 Aids to Navigation 9

4.2 Waterways Management Services 10

4.3 Marine Communication and Traffic Services (MCTS) 11

4.4 Icebreaking Services 12

4.5 Search and Rescue Services (SAR) 12

4.6 Environmental Response Services 13

4.7 Maritime Security 14

4.8 Fleet Operational Readiness 15

4.9 Lifecycle Asset Management Services 17

4.10 Canadian Coast Guard College 19
4.11 International Activities 19

5.0 STEWARDSHIP/STRENGTHENING MANAGEMENT 20
5.1 Consistent Business Management Practices 20
5.2 Strategic Program Framework for CCG's Maritime Services 21
5.3 Stronger Canadian Coast Guard Identity 21
5.4 Service Level Agreements with DFO Clients 21

MESSAGE FROM THE COMMISSIONER

This document provides a report, as of March 31, 2011, on the progress made by the Canadian Coast Guard against its commitments for 2010-11, as outlined in its Agency 2010-13 Business Plan.

The Government's Economic Action Plan provided additional funding of $175 million for the purchase of 98 small crafts including 30 replacement environmental response barges, a number of new vessels, including 5 new 47' SAR Motor Lifeboats and 3 inshore science vessels (to replace existing vessels); as well as funds to repair and overhaul a number of large vessels, over fiscal years 2009-10 and 2010-11. In 2010-2011, CCG accepted the delivery of the search and rescue lifeboats, 60 small boats and 16 Environmental Response (ER) barges. The inshore science vessels are in the outfitting stage and will be delivered in 2011 as will the remaining 14 ER barges.

Commitments related to the 2007 Report of the Auditor General are flagged with the acronym "AG".

Commitments related to the Coast Guard's 2006 A-base review are identified by "A-base" and those related to the Public Service Employees Survey are identified by "PSES".

Commitments related the Department's 2007-2009 Sustainable Development Strategy are noted as "SDS" and those related to the *2008-2011 Department of Fisheries and Oceans Employment Equity Management Action Plan are noted as in response to the "DFO EE MAP".*

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

Criteria

☐	Green:	The planned project or deliverables were completed
☐	Yellow:	The planned project or deliverables were substantially completed.
☐	Red:	The planned project or deliverables were partially completed / not initiated / cancelled.

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

Marc Grégoire
Commissioner, Canadian Coast Guard

1.0 Our People

The strength of the Canadian Coast Guard (CCG) is its dedicated and professional employees. Our people are what shape CCG into the organization it is today. In fact, investments in our workforce will continue and, over the next three years, CCG will focus on fostering a qualified and representative workforce, developing and supporting people, and demonstrating fair and effective management.

1.1 A Qualified and a Representative Workforce

Objective:
To maintain a qualified workforce and develop a diversified organization as increasing numbers of experienced CCG employees become eligible for retirement and the Canadian population continues to become more diversified.

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Develop outreach material targeting persons with disabilities to allow them to envisage work at sea.	*2008-2011 Department of Fisheries and Oceans Employment Equity Management Action Plan (DFO EE MAP)*	DG, Integrated Business Management Services (IBMS)	Green	► National outreach material developed allows members of the designated Employment Equity groups to envisage working with Coast Guard, including work at sea.
Distribute outreach material at regional career and outreach events, targeting secondary and College students, emphasizing the Agency's need for a diverse workforce.	*2008-2011 DFO EE MAP*	Executive Director (ED), National Labour Force Renewal Directorate (NLFRD)	Green	► National recruitment kits were developed with an EE lens to highlight the Agency's commitment to achieving a diverse workforce. ► CCG distributed 20,000 recruitment kits and other outreach materials to regions for use at regional career and outreach events, targeting secondary and College students.
Continue to participate in the Partners for Workplace Inclusion Program in Vancouver, British Columbia, and in St. John's, Newfoundland.	*2008-2011 DFO EE MAP*	Assistant Commissioner (AC), Pacific AC, NL	Green	► The Pacific and Newfoundland and Labrador regions continue to participate in the Partners for Workplace Inclusion Program and review the inventory of candidates as resumes are received from the Program Coordinators.
Increase overall employment equity representation by 7%.	*2008-2011 DFO EE MAP*	CCG Management Board Members	Yellow	► CCG assisted and participated in the 2011 DFO EE and Self-identification Awareness Campaign. While statistics are not yet available to assess the success of these efforts, mid-year data suggests that CCG is on-track to achieve a 7% increase in representation by Fall 2012.

1.2 Develop and Support People

Objective:
To implement a nationally consistent and structured approach for new and current employees in terms of learning and training.

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Launch a more structured CCG Orientation Program for all new employees.	PSES	ED, NLFRD	Yellow	► The new national CCG Orientation Program is on-track for launch in Summer 2011.
Evaluate the national Leadership Development Pilot Program and determine next steps.	PSES	AC, NL	Green	► Evaluation completed. Program will continue and expanded to include NCR and the College.
Implement a nationally consistent automated system to capture training needs identification, data collection and reporting.	PSES	ED, NLFRD	Red	► Awaiting an enterprise-wide solution in view of common business practices and systems.
Implement a structured approach to dealing with requests for developmental language training.	PSES	ED, NLFRD; CCG Management Board Members	Green	► The Developmental Language Training Framework was distributed in January 2011 for implementation.

1.3 Fair and Effective Management

Objective:
To improve national consistency of human resources management through Standard Organization and more transparent staffing practices.

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Continue transition to Standard Organization.	AG PSES	CCG Management Board Members	Yellow	► At the end of the second year of transition, approximately 66% of all Standard Organization (SO) work descriptions are classified and implemented. ► Additional adjustments to the organizational structure may prevent Coast Guard from fully implementing the Standard Organization by Spring 2012.

2.0 Our Assets

As an operational agency, the Coast Guard relies heavily upon its fleet and shore-side assets to deliver maritime programs and services critical to Canadians.

CCG manages a substantial base of physical and technical assets with a replacement value of well over $14 billion. These assets include a fleet of small, medium, and large vessels and helicopters, land- and water-based assets other than vessels such as navigation aids and communication towers, a fleet of land-based vehicles, cranes and forklifts, program-specific information systems, and assets and facilities used in support of CCG's training needs at the Coast Guard College in Sydney, Nova Scotia.

Although these assets are critical to the delivery of our programs and services, they are generally old, having a historic cost of a little over $2 billion. The ages of many of our fleet and shore-based assets now exceed their original design lives. Maintaining and replacing these assets is therefore vital to ensuring that CCG is able to meet current and anticipated future service demands.

2.1 Updating the Coast Guard's Long-term Fleet Renewal Plan

Objective:
To renew the CCG fleet of vessels and helicopters so that CCG can continue to meet the current and future on-water requirements of the Government of Canada.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Continue to develop the Fleet Renewal Plan.	Deputy Commissioner, Vessel Procurement (DC, VP)	Green	► The Fleet Renewal Plan has been developed and continues to be updated to reflect program requirements and Government of Canada's priorities.

2.2 Procurement of New and Replacement Vessels

Objective:
To procure new vessels to replace those that are beyond their useful life.

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Mid-shore Patrol Vessels				
Begin construction of the first of nine Mid-shore Patrol Vessels.	AG A-Base	DG, Major Crown Projects (MCP)	Green	► Construction on the MSPV project commenced in the summer of 2010 and was marked by a steel cutting ceremony on September 2, 2010.
Offshore Fisheries Science Vessels				
Issue a competitive Request for Proposal (RFP), and award a contract to design three Offshore Fisheries Science Vessels.	AG A-Base	DG, MCP	Green	► The RFP for design was issued in March 2010 and the contract was awarded on October 1, 2010.

Offshore Oceanographic Science Vessel				
Issue a competitive Request for Proposal, and award a contract to design an Offshore Oceanographic Science Vessel.	AG A-Base	DG, MCP	Green	► The RFP for design was issued in April 2010 and the contract was awarded on October 1, 2010.
Polar Icebreaker				
Develop the Operational Requirements and the Conceptual Design for the new Polar Icebreaker.	AG A-Base	DC, VP	Green	► The Operational Requirements and the Conceptual Design for the new Polar Icebreaker were developed in 2010-2011. The Baseline Requirements, which stem from the Operational Requirements, were also developed and finalized in 2010-2011 and are now being used to instruct and guide the conceptual design package.
Air Cushion Vehicle				
Award the contract for construction of Air Cushion Vehicle.	AG A-Base	DG, MCP	Green	► The construction contract was awarded in March 2011.

2.3 Economic Action Plan

Objective:
To advance vessel procurement projects and maintenance activities in order to enhance or sustain CCG's capability to meet current and future on-water needs of the Government of Canada.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Approve and accept delivery of the five 47-foot Search and Rescue (SAR) Lifeboats.	DG, MCP	Green	► All vessels were delivered by March 31, 2011.
Award the contract and complete vessel life extension for: • CCGS *Cape Roger* • CCGS *Tanu*	DG, Integrated Technical Services (ITS)	Green	►Both vessels completed their vessel life extensions prior to the end of the fiscal year. The vessels have returned to service.
Approve and accept delivery of two 22-metre Near-Shore Fishery Science Vessels and one 25-metre Near-shore Fishery Science Vessel.	DG, ITS	Yellow	► Vessels are now at the outfitting stage and will be delivered in 2011.
Plan and complete $19 million of additional refit activities (representing work on 35 vessels).	DG, ITS	Green	►All refit projects were completed.
Approve and accept delivery of 30 replacement environmental response barges.	DG, ITS	Yellow	► 16 vessels delivered prior to the end of the fiscal year. The remainder will be delivered in 2011.
Purchase and accept the remaining small craft, for a total of 60.	DG, ITS	Green	► All 60 vessels were delivered prior to the end of the fiscal year

2.4 Long-term Planning for Shore-based Infrastructure

Objective:
To ensure the long-term reliability and availability of CCG's shore-based assets.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Deliver an Asset Condition Report (high level assessment of the asset base) for Aids to Navigation.	DG, ITS	Green	►Aids to navigation condition dashboard data and charts completed.
Deliver an Asset Condition Report (high level assessment of the asset base) for Marine Communication and Traffic Services (MCTS).	DG, ITS	Green	►Asset Condition Report completed.
Deliver an Asset Class Plan for Aids to Navigation.	DG, ITS	Yellow	► The Aids to Navigation Class Plan is significantly complete. It has been delivered to partners for comment and is to be completed by May 2011.
Deliver an Asset Class Plan for MCTS.	DG, ITS	Yellow	► The Asset Class Plan for MCTS is significantly complete. It has been delivered to partners for comment and is to be completed by May 2011.

2.5 Upgrade Vessel Traffic Information Systems

Objective:
To standardize the use of the Information System on Marine Navigation (INNAV) for all of Canada. This will allow the Vessel Traffic Operator Support System (VTOSS) to be decommissioned in 2010-2011, leaving CCG with one national system for vessel traffic management. Coast Guard currently operates two separate systems in Canada for vessel traffic management information system (VTMIS): VTOSS on the West Coast and INNAV for the rest of Canada.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Complete operational training on the upgraded VTMIS-INNAV on the West Coast.	DG, ITS DG, Maritime Services (MS) AC, Pacific	Green	► Training was provided during 2010 as part of the VTMIS-INNAV deployment in Pacific which went live January 2011.
Commission VTMIS-INNAV on the West Coast, decommission VTOSS, and dispose of old equipment.	DG, ITS DG, MS AC, Pacific	Green	► The commissioning of VTMIS-INNAV was completed January 18 2011. The decommissioning of VTOSS has also been completed successfully by the March 31, 2011, deadline.

3.0 Our Future

Recent external developments related to the economy, national security, technology, and climate change are reshaping Coast Guard's business and operating environment. These factors, when combined with evolving government priorities and our Agency's own focus on improving service delivery, demand that we in Coast Guard think strategically with long-term goals in mind. This thinking is essential to providing the best advice possible on what our future direction is, and on what CCG will need to look like in the future. By virtue of our growing and diverse workforce, unique capital assets, the vast area we service, and those with whom we do business, Coast Guard works with communities, workers, and organizations across the country to build Canada's economic future.

3.1 e-navigation

Objective:
To implement e-navigation in a coordinated and organized manner in Canada which significantly enhances safety, has positive economic effects and increases environmental protection.

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Develop a federal vision/strategy and a high-level implementation plan for e-Navigation, in consultation with other government departments.	AG	DG, MS	Green	► A user-need matrix was finalized, as a result of a workshop held in February 2011 with stakeholders including: Transport Canada, Canadian Hydrographic Services and Environment Canada. This matrix was used to finalize the vision and the high level implementation plan for e-navigation.

3.2 Strengthening Our Ability to Meet Obligations in the Arctic

Objective:
To develop integrated Arctic strategies for DFO and the Coast Guard, while ensuring continued implementation of current Northern initiatives in support of the government.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Establish Arctic visions and integrated short-run and long-run objectives and priorities for DFO and CCG.	CCG Management Board Members	Yellow	► The department led the development of *an Integrated Arctic Vision* for DFO and CCG including creation of 5, 15 and 30-year outcomes-based 'visions' for major CCG program clusters (CCG fleet, security, maritime services, emergency response and governance/institutional). ► Clarified overall needs in the areas of: understanding the North; policy and regulatory foundations needed; program integrity and investment; capital and infrastructure; partnering and co-management; and increased presence and community capacity. ► Some initiatives in the *Vision* that may be needed in future have been identified including both internal work and possible candidates for funding if and when opportunities arise. ► The *Vision* documents are currently in the process of being considered by departmental decision Committees.

3.3 Environmental Management Framework

Objective:
To improve environmental outcomes for Canadians by reducing environmental footprint and developing a health, safety and environmental management system as part of DFO's 2007-2009 Sustainable Development Strategy (SDS).

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Develop the Health, Safety and Environmental (HSE) Compliance System framework.		DG, ITS Deputy Commissioner (Operations)	Green	► Completed.
Develop a guiding framework evaluation matrix that builds on the Environmental Management Framework.	SDS	DG, ITS	Green	► Completed. The matrixed guide has been incorporated into the EMF.
Develop procedures to matrix activities supporting CCG green procurement policies and possibly refits, as well as the construction of new ships.	SDS	DG, ITS	Green	► Completed. Procedures have been developed and required updates have been suggested for relevant manuals which will be re-published.

3.4 Strategic Review

Objective:
To assess all direct program spending and aim to increase efficiency and effectiveness in the delivery of programs and services to Canadians. Fisheries and Oceans (DFO), including Coast Guard, was asked to conduct a Strategic Review in 2010.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Conduct CCG's Strategic Review (SR), as part of the larger DFO SR process.	DC, VP DC, Operations	Green	► DFO and CCG completed the Strategic Review process in 2010.

3.5 Research and Development Strategy

Objective:
To develop a CCG Innovation Strategy based on three pillars of Leadership, Culture and the R&D Program enabling CCG's culture, management and processes to foster innovation, creative thinking and knowledge sharing.

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Develop a CCG strategy for Research and Development.	DG, MS	Green	► The CCG Research and Development Strategy for 2010-2030 has been developed.

4.0 SERVICES BY PROGRAM ACTIVITY AND SUB-ACTIVITY

4.1 Aids to Navigation

A. General Commitment

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop standard agreements with service providers to define roles and responsibilities.	DG, MS	Green	► Developed agreements between the Aids to Navigation program and its service providers defining each group's respective roles and responsibilities.

B. Key Initiatives

Aids to Navigation of the 21st Century

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Complete the modernization of the five remaining aids to navigation directives.	AG	DG, MS	Green	► Completed the modernization of the aids to navigation directives.

Review of Lightstation Services

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Support the work of the Senate Standing Committee on Fisheries and Oceans on the review of lightstation services.	DG, MS	Green	► The Senate Standing Committee on Fisheries and Oceans issued a report in December 2010 on their review of lightstation services. ►The CCG support in the development of the report involved in the provision of information and query responses in a timely manner.

4.2 Waterways Management Services

A. General Commitments

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Update the engineering guidelines for the design, maintenance and utilization of commercial channels.	DG, MS	Red	► CCG's engineering guidelines are based on the international guidelines from PIANC (the World Association for Waterborne Transport Infrastructure) which were to be revised in 2009 but issuance is late; as a result the update of the CCG engineering guidelines were not able to be updated as planned. CCG will continue to participate on the PIANC committee in charge of revising the PIANC guidelines in order to contribute to their completion.
Complete and implement two national directives on surveys and dredging services.	DG, MS	Green	► The national directive on surveys is complete; consultation with key stakeholders took place in summer 2010 and the directive was officially published in October 2010. The national directive on dredging services was also completed and officially published in March 2011.

B. Key Initiative

Post-Panamax Study, St. Lawrence River

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Analyze the recommendations of the risk assessment report, in collaboration with Transport Canada and clients.	AC, QC DG, MS	Green	► The risk assessment report on the Post-Panamax was completed during the summer 2010. CCG and TC analyzed the recommendations in the report and made a joint decision. The government's views with regard to the arrival of Post-Panamax ships in the St. Lawrence waterway were established and communicated.

4.3 Marine Communication and Traffic Services (MCTS)

A. General Commitment

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop a Service Level Agreement (SLA) with ITS support for the maintenance of MCTS systems.	DG, MS	Yellow	► Work continues on a draft Service Level Agreement in order to align resources and the level of support required to deliver services on target.

B. Key Initiatives

NAVAREAS

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Start initial satellite test transmissions of navigational safety information for the two NAVAREAs.	DG, MS DG, ITS AC, Central & Arctic (C&A)	Green	► Satellite test transmissions of navigational safety information for the two NAVAREAs began on July 1, 2010.

Canada Shipping Act, 2001

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Implement the new Northern Canada Vessel Traffic Services Zone Regulations, once approved.	DG, MS	Green	► The Northern Canada Vessel Traffic Services Zone Regulations (NORDREG) were approved, published in the Canada Gazette Part I on February 27, 2010 and implemented on July 1, 2010.

Marine Communications and Traffic Services Technical Training

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Implement a refresher course for existing Marine Communication and Traffic Services Officers.	DG, MS ED, Canadian Coast Guard College (CCGC)	Green	► Developed competency profiles, and delivered a refresher course for existing MCTS Officers.

4.4 Icebreaking Services

A. General Commitments

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Review the maritime industry's icebreaking requirements, and amend the Icebreaking Levels of Service, as feasible and appropriate, in consultation with clients.	DG, MS	Yellow	► CCG held a meeting with the maritime industry stakeholders in June 2010 to discuss their requirements. A document was drafted to address main concerns and shared with the industry for their comments. Adjustments will be made where possible and the new agreement will be implemented for the 2011-2012 ice season. The agreement will be renewed every 5 years.
Renew and amend, as appropriate, the Ice Information Services Partnership Agreement (IISPA) with the Canadian Ice Service (CIS).	DG, MS	Yellow	► CCG has worked jointly with Canadian Ice Services on the renewal of the Ice Information Services Partnership Agreement (IISPA). A working draft is near completion after which approval of the IISPA by CCG (DG, Maritime Services) and CIS (DG, Weather and Environmental Prediction and Services) will follow. The agreement is renewed every 5 years.

4.5 Search and Rescue Services (SAR)

A. General Commitments

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Identify software system requirements, in partnership with the Department of National Defence (DND), for SAR Mission Management System (SMMS) and Système Informatisé SAR (SISAR) improvements.	DG, MS	Yellow	► Discussions on software system requirements between CCG and DND have commenced and will continue into the coming year. A draft statement of requirements for maritime SAR system has been developed and will be reviewed further with DND in the coming months.
Develop a National Standard Operating Procedures document based on the International Aeronautical and Maritime SAR (IAMSAR) Canadian supplement (Volume IV).	DG, MS	Red	► The draft National Standard Operating Procedures (SOP) document is underway. It has not been completed as the focus to date has been the completion of the updated IAMSAR Canadian Supplement (Volume IV). The SOP is expected to be completed by December 2011.

B. Key Initiatives

Search and Rescue Needs Analysis

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Implement the approved 2010-2011 recommendations of the Search and Rescue Needs Analysis.	AG A-Base	DG, MS	Yellow	► A majority of the 2010-2011 approved recommendations are either underway or completed.

Search and Rescue Capability

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Assess the workload review recommendations, and develop an action plan to implement appropriate measures.	DG, MS	Yellow	► A short-term funding measure to address the workload recommendations has been identified and implemented. Longer-term options are expected to be presented to senior management for approval in Fall 2011.

4.6 Environmental Response Services

A. General Commitments

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Add new resources and strategic capacity to the program.	DG, MS	Green	► To increase the strategic capacity of the program, the CCG Environmental Response Branch was created and a new strategic capacity added.
Revise and implement a National Environmental Response Strategy, including the engagement of federal partners.	DG, MS	Yellow	► The CCG National Environmental Response Strategy was revised in 2010-2011 and implementation has begun. Federal partners were engaged during the revision through the newly created Interdepartmental Marine Pollution Committee.

B. Key Initiatives

Health of the Oceans

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Complete the distribution of ER equipment packages in the Arctic.	AC, C&A	Green	► The region has delivered all Environmental Response equipment packages to the Arctic.

Brigadier General M. G. Zalinski

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Implement the action plan, subject to approval by CCG senior management and resource capacity.	AC, Pacific	Green	►A technical assessment of the vessel was completed in February 2011. As directed by CCG senior management, and as part of the ongoing technical assessment, a marine engineering salvage company was contracted to assess the integrity of the vessel. The results of the technical assessment are being analyzed and will be used to update the Option Paper and determine the details of the action plan.

4.7 Maritime Security

A. General Commitment

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop the document *CCG's Contribution to Maritime Security*	Deputy Commis-sioner (Operations)	Green	► Maritime Security finalized the draft, with input from colleagues in Maritime Services and Fleet. The document has now been completed and approved by the Commissioner. A distribution plan is being developed.

B. Key Initiatives

Automatic Identification System (AIS)

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Complete the AIS project as per the initial project plan and ensure full operational capability of the system.	DG, ITS	Yellow	► To date, 100% of the AIS base-stations are installed and an interim software contract solution is currently in place. AIS shore infrastructure has been integrated within Marine Communications & Traffic Services Centres (MCTS) and, to date, 19 MCTS Centres and 113 radio-sites across Canada (excluding the Arctic) have been fitted with AIS systems. AIS position data is currently being forwarded to the MCTS centres and to DND on both Coasts. Full AIS support in the Regions is now scheduled for October 2011.
Implement national AIS support in the regions.	ACs	Yellow	►As there have been several delays in implementing the full AIS solution, factory acceptance (full operational capacity) is not scheduled until September 2011, with full AIS support in the regions scheduled for October 2011.

Long Range Identification and Tracking System (LRIT)

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Fully implement LRIT nationwide.	Deputy Commis-sioner (Operations)	Green	► LRIT has been fully implemented nationally.

4.8 Fleet Operational Readiness

Key Initiatives

Improved Maintenance of the Existing Fleet

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Fully operationalize the Centre of Expertise for vessel maintenance management by funding and beginning to staff Phase I of the Vessel Maintenance Management Review (VMMR) capital-funded positions.	DG, ITS DG, Fleet	Green	► CoE capacity built to phase one level and working on VMM priorities with 3 members located in the Maritimes Region and 2 working in Ottawa. Phase 2 will see the CoE fully staffed to 8 possibly in 2012/13 with 5 funded employees.
Put into practice the vessel maintenance management program process, in accordance with the *Vessel Maintenance Management Manual*, including the review process for the *Vessel Maintenance Management Manual* and the review and evaluation program for vessel maintenance.	DG, ITS	Green	► Integration of refit framework into Vessel Maintenance Management Manual completed and Manual promulgated.
Implement the Vessel Continuous Condition Survey Program and deliver the vessels condition assessment report on the condition of CCG vessels.	DG, ITS	Green	► Completed.
Finalize the five-year detailed plan for vessel maintenance for all vessels.	DG, ITS	Green	► 5-year rolling plan was produced using Maximo & Maintelligence data.
Publish standard maintenance plans for ACVs and for 47-foot Motor Lifeboats (MLBs) and add them to CCG's Asset Management System.	DG, ITS	Green	► Standard maintenance and job plans have been developed, published and incorporated in the Asset Management System for the *CCGS SIYAY*, *CCGS Mamilossa* and *CCGS Sipu Muin* and the 47 foot MLBs.
Implement standardized maintenance plans for **ACVs** and for **47-foot MLBs** in accordance with maintenance plans in the Asset	ACs	Green	► Maintenance plans for the **47-foot MLBs** are being used to plan and carry out maintenance routines.

Management System.		Green	► Maintenance plans for ACV have been incorporated in the Asset Management System (AMS) but DFO network infrastructure and connectivity issues with AMS must be examined and endeavored to be resolved before final implementation of the automated process of maintenance plans can proceed.
Using MAINTelligence, monitor consistency in maintenance practices (based on maintenance plans) for type 1100 class vessels.	DG, ITS	Green	► The monitoring review was carried out and a report produced to detail the findings. Recommendations are being considered by Marine Engineering Services (HQ).
Develop the standard general notes/services section for the refit specifications, as well as the general template to use when contracting refit activities.	DG, ITS	Green	► Standard notes/ general services specifications and a refit specification template have been developed and will be available for use on the intranet.

Human Resources Initiatives

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop detailed syllabi for each of the specific certificates modules and begin implementation of the Ships' Crew Certification Program.	DG, Fleet	Green	► The framework for the Ships' Crew Certification Program has been created and the modules for the high priority Third Class Engineer certificate have been developed. We will begin implementation of the program in fiscal year 2011/2012.
Develop an action plan to address Bona Fide Occupational Requirements for vision for seagoing positions that are linked to national and international regulatory requirements.	DG, Fleet	Green	► A CCG decision has been taken that Fleet will align its vision requirements for seagoing positions with Transport Canada's regulatory requirements to ensure consistency with international convention. No Action plan necessary.
Develop a comprehensive proposal for consideration by CCG MB for an East Coast Small Craft Training facility.	DG, Fleet	Green	► A proposal on "Options for an East Coast Small Craft Training Facility" was prepared.
Continue to support the development of the Operational Women's Network.	DG, Fleet	Green	► The Operational Women's Network, as a sub-committee of the Fleet Executive Board, has developed an action plan moving forward. The technical implementation of the OWN website is being piloted.

4.9 Lifecycle Asset Management Services

Key Initiatives

Lifecycle Management System Guidance Manual

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Publish the Lifecycle Management System (LCMS) Concept Manual.	DG, ITS	Yellow	► The LCMS Guidance Manual, Volume 1 (Concepts), has been amended and will be published in July 2011.
Deliver a minimum of 4 LCM training courses for HQ staff.	DG, ITS	Green	► Life Cycle Management System training has been delivered to HQ employees. An initial training session was held in Nov/Dec 2010 which involved ITS Managers and senior staff in a discussion session. Three sessions of the course were delivered to 55 ITS employees in the month of March 2011 that covered both LCMS and Maximo (AMS) concepts and their application.
Continue to deliver LCMS training sessions to regional staff.	ACs	Green	► LCMS training has been delivered to regional staff. (Pacific Region) Life Cycle Management System training has been provided to Regional staff in Integrated Technical Services, Maritime Services, and Fleet. (C&A Region).
Deploy an Asset Breakdown Structure (ABS) code generator for all vessel classes.	DG, ITS	Green	►Completed.

Asset Management System

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Install the inventory management module of Asset Management System onboard selected CCG vessels.	AG	DG, ITS	Green	► The inventory management module of the Asset Management System was installed on the *CCGS Henry Larson* as part of phase 1 of the pilot project providing a prototype which was trialed on the *CCGS Samuel Risley*. Analysis of pilot will be done this fall/winter with plans to deploy to other vessels in the new fiscal year.
Deploy MAINTelligence on nine large vessels.	AG	DG, ITS	Green	► The 9 installations were completed on February 25, 2011.
Deliver a minimum of four MAXIMO training sessions to HQ ITS staff.	AG	DG, ITS	Green	► 4 Maximo Training sessions have been delivered to HQ employees.
Deliver MAXIMO training sessions to regional ITS staff.	AG	ACs	Green	► MAXIMO training was delivered as planned to regional Integrated Technical Services staff.

Improved Maintenance of Existing Shore-based Infrastructure

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Further develop and implement standardized engineering and maintenance manuals for selected CCG assets:	AG	DG, ITS	Yellow	► This initiative is progressing; see milestones below.
Publish and implement an engineering and maintenance manual for marine and civil infrastructure.		DG, ITS ACs	Yellow	► The final MCI Engineering and Maintenance manual (which now comprises one volume of the entire Engineering and Maintenance Manual) was completed and will be published in July 2011.
Develop an engineering and maintenance manual for electronics and informatics, including communications and training materials.		DG, ITS	Green	► A first draft of the E+I Engineering & Maintenance Manual (which comprises one volume of the entire Engineering and Maintenance manual) was completed. A final version will be completed by January 2012 and will be published the end of 2011/12.

Technical Solution Centres (Electronics)

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Publish a national Service Level Agreement for maintenance services.	DG, ITS	Green	► Completed as per project plan.
Start using Technical Solution Centres (TSCs) in the regions.	ACs	Green	►The Regional Technical Solution Centre has been fully operational since April 2010. 100% of all Electronics & Informatics corrective maintenance work orders are now entered in the system. In Pacific Region, Service Level Agreements have been established between user and service provider. (C&A Region and Pacific Region)
Install remote tools and diagnostics for ship networks as part of the initiative.	AC, QC	Green	► The tools and systems have been installed on the ships. Training and deployment of tools to the TSC has been completed.
Complete all functionality for resetting remote MCTS sites.	AC, NL	Green	► Functionality for resetting remote MCTS sites completed.

Human Resources Initiatives (The Engineering Community)

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Implement the Engineering Community Workforce Solution Action Plan.	AG	DG, ITS DC, VP	Yellow	► The Engineer Professional Development Program Description & Training Manual has been finalized. To be sent to MB for approval.

4.10 Canadian Coast Guard College

Key Initiatives

Canadian Coast Guard College Transformation Initiative

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Continue the implementation of the transformation plan.	ED, CCGC	Green	► CCGC is on track to implement the transformation plan by March 2012. To date, governance frameworks have been developed and implemented. A review of the officer training program is complete. As well, key positions have been classified and staffed in accordance with the transformational agenda.
Increase the annual officer-cadet intake to maximize the College's training capacity.	ED, CCGC	Green	► Increased officer-cadet intake by 30% from 2009-10 fiscal year to maximize efficiency of each class.

4.11 International Activities

A. General Commitments

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Host the Summit of the North Pacific Coast Guard Forum in Vancouver, British Columbia.	AC, Pacific	Green	► CCG Pacific successfully hosted the 2010 North Pacific Coast Guard Forum Summit Meeting on September 13-17, 2010, in Vancouver, British Columbia.
Participate in the fifth annual CCG-US Coast Guard Summit in Boston.	Commissioner	Green	► The summit was held February 17, 2011. CCG senior management participated.
Continue to provide a web platform for the North Atlantic Coast Guard Forum.	AC, NL	Green	► Ongoing support continued.

5.0 STEWARDSHIP/STRENGTHENING MANAGEMENT

5.1 Consistent Business Management Practices

5.1.1 Review of the Working Relationship with DFO's Human Resources and Corporate Services

Commitment	Lead	Criteria	Results Achieved/ Status
2010-2011			
Implement common practices for the Duty To Accommodate and Return to Work protocols across the Coast Guard.	AC, NL Human Resources and Corporate Services (HRCS)	Green	► Recommendations accepted by CCG and DFO Management Boards. Working with HRCS to implement common practices across the Department.
Implement a policy for consistent stand-by arrangements across functions and regions and develop a national communications strategy to ensure consistent application.	ACs	Green	► Implemented a consistent stand-by policy across functions and regions.
Implement a warehousing service delivery model to align with the CCG/HRCS Service Level Agreement.	ACs	Yellow	► Report was presented to Management Board, national implementation was deferred.

5.1.2 Communication Protocols

Commitment	In response to...	Lead	Criteria	Results Achieved/ Status
2010-2011				
Implement recommendations after reviewing communication processes and protocols in the field of emergency preparedness.	A-Base	AC, QC	Green	► A national process for reporting significant incidents came into effect in August 2010 following a consultation with CCG senior management, in accordance with recommendations. (QUE)

5.2 Strategic Program Framework for CCG's Maritime Services

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Examine priority areas, overall performance, and future needs for Coast Guard maritime services.	DG, MS	Green	► Maritime Services (MS) has developed an action plan to address priority areas recognizing the future direction for each of its six programs. The action plan was completed as of March 31, 2011.
Analyze the operations of Coast Guard maritime services, region by region, and ensure that procedures and services are delivered nationally on a consistent basis.	DG, MS	Yellow	► Initiated an analysis of the operations of CCG maritime services, region by region, pertaining to procedures and services and how they are delivered nationally on a consistent basis. The results of the initial analysis forms part of the action plan.

5.3 Stronger Canadian Coast Guard Identity

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop national standards for print publications and other products.	DG, IBMS	Green	► The CCG Graphic Standards Manual was developed and implemented to set national standards for print publications as well as other products. The Manual is now accessible on the CCG intranet to ensure that all future publications share a common look and format.
Develop a corporate internal communications strategy to ensure a consistent national approach to connecting with employees	DG, IBMS	Green	► Coast Guard has developed an Internal Communications Strategy to ensure a consistent national approach to connecting with employees. In the coming year, CCG will work to incorporate a strategic plan into the overall strategy in order to better meet the needs of both shore-based and seagoing personnel.
Develop a CCG web vision and a proposal for a sustainable Internet presence for CCG.	DG, IBMS	Green	► A CCG Web vision was developed and approved by Management Board in May, 2010. ► A proposal for a sustainable web presence was developed will be presented to the Web-Steering Committee in 2011-2012.

5.4 Service Level Agreements with DFO Clients

Commitment	Lead	Criteria	Results Achieved/Status
2010-2011			
Develop a Service Level Agreement between Maritime Services and Fleet.	DG, Fleet DG, MS	Green	► The Service Level Agreement (SLA) outlining service delivery and performance expectations has been prepared and will be implemented in 2011-2012.